

MINISTRY OF INFORMATION TECHNOLOGY & TELECOM

Digital Economy Enhancement Project (DEEP) | World Bank Project No. P174402

Hiring of Individual Consultant Under DEEP Project

TERMS OF REFERENCE

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Announcement Reference no:			PK-MOITT-556883-CS-INDV			
Project		Digital Economy Enhancement Project (DEEP) (P174402)				
Position Name		Civic Innovation Technology Lab Specialist		Position ID	-	
Vacancy		1	Type of Contract	Individual Consultancy	Duration of Contract	21 Months

BACKGROUND

Digital Economy Enhancement Project (DEEP) is a World Bank assisted project with the objective of enhancing the Government's capacity for digitally enabled public services delivery for citizens and businesses. Ministry of IT & Telecom (MoITT) is the Executing Agency of the project with implementation support from (i) Board of Investment (BoI), (ii) National Database and Registration Authority (NADRA), (iii) Ignite – National Technology Fund and (iv) National IT Board (NITB).

PROJECT DESCRIPTION

DEEP aims to develop a framework and technology to promote digital services across Pakistan, significantly transforming citizen-centric unified services nationwide. A key component under Subcomponent 1(e) – Civic Innovation (estimated cost US\$13 million) is the establishment and operationalization of Civic Innovation and Technology Labs (CITLs) as collaboration hubs and platforms for citizens, government, startups, and academia to drive social and civic innovation and address community challenges through technology.

CITLs are envisioned as centralized access points for government open data initiatives and innovation infrastructure. They will provide:

1. Physical and Virtual Labs for the startups, researchers etc.
2. The Virtual labs will be integrated with
 - National Open Data Portal for informed, data-driven hypothesis development and design.
 - Sandboxing environment allowing room for experimentation and civic tech prototyping.
 - Learning Management System with e-bytes, tutorials etc.
 - Virtual accessibility of Incubation and Acceleration Curriculum
 - Virtual Meetup rooms and platform for collaboration among startups from different regions
3. Physical spaces housed within the existing network of Universities and Incubation Centres will be equipped with IT equipment including prototyping kits, standard office desktops/laptops, meeting pods, secure government network connectivity, dashboards, mentoring and display screens.
4. Virtual Lab capabilities to extend CITL services beyond physical boundaries to reach innovators across all Divisions.

CITLs serve as the incubation and acceleration infrastructure for civic innovation solutions emerging from the DGIP competition cycle. Graduated startups are evaluated on: (i) funding obtained from angel investors and VCs; (ii) number of solutions adopted by government entities; and (iii) solutions adopted by international entities.

OBJECTIVES OF THE ASSIGNMENT

The CITL Specialist is responsible for the design, establishment, operationalization, and ongoing management of the Civic Innovation and Technology Labs (CITLs) under the Digital Economy Enhancement Project (DEEP). The CITL Specialist will transform the programme concept into

functional, government-embedded innovation infrastructure across the 8 National Incubation Centre locations while also establishing robust Virtual Lab capabilities.

The primary objectives of the CITL Specialist are:

1. Design and implement the CITL operational model, governance framework, and physical/virtual infrastructure across Pakistan.
2. Integrate the National Open Data Portal (NODE), sandbox, LMS and technology environment that makes each CITL a functional civic tech development hub.
3. Manage the CITL Incubation Phase (3 months) and Acceleration Phase for cohorts of startups emerging from the DGIP national competition.
4. Build sustainable operational models that ensure CITL continuity and government institutional embedding beyond the DEEP project cycle.
5. Develop and manage the mentor network, government partner linkages, and investment facilitation ecosystem supporting CITL startups.

SCOPE OF THE ASSIGNMENT

The CITL Specialist will undertake the following tasks (not limited to):

A. CITL Design & Establishment

1. Develop the comprehensive CITL Operational Framework document covering governance structure, staffing model, operational policies, service catalogue, technology infrastructure specifications, data protection protocols, and sustainability financing model.
2. Conduct a detailed assessment and readiness review of all locations to determine infrastructure requirements, connectivity needs, and necessary equipment procurement specifications for physical CITL spaces.
3. Develop technical specifications and procurement documents for CITL physical equipment (prototyping kits, desktops, networking, display systems) in compliance with World Bank procurement guidelines.
4. Design the Virtual CITL model including remote access protocols, online collaboration platforms, virtual mentorship systems, and digital resource repositories to extend CITL services to innovators in all labs.
5. Support National Open Data Ecosystem team for developing the National Open Data Portal integration architecture ensuring API access to relevant government datasets for CITL users
6. Establish the Sandbox framework and operational protocols, in coordination with relevant regulatory authorities, enabling CITL startups to test civic tech solutions in a controlled government environment.

B. CITL Governance & Partnership Management

1. Negotiate and execute operating agreements (MoUs/Service Agreements) with the ICs host organizations defining resource sharing, co-governance arrangements, reporting obligations, and exit provisions.
2. Establish a CITL Advisory Board comprising representatives from government ministries, provincial IT Boards, academia, civil society, the private sector, and development partners to provide strategic oversight.
3. Develop and manage formal Government Partnership Agreements with relevant federal and provincial ministries/departments whose problem statements form the basis of CITL startup challenges.
4. Build and maintain a structured network of domain mentors, technical experts, policy advisors, and investment facilitators across each CITL's thematic specialization.

5. Liaise with international civic innovation models (Dubai Future Accelerators, GovTech Lab Lithuania, Saudi Arabia's National Transformation Program Innovation Labs) to establish knowledge exchange and partnership arrangements.

C. Incubation Programme Management

1. Design the 3-month CITL Incubation Programme curriculum covering: solution refinement, technology build, user testing, government integration, regulatory compliance, and go-to-government strategy.
2. Manage the intake and onboarding process for winning teams from the National Hackathon and seed grant recipients into the CITL Incubation Programme.
3. Deploy and manage the Seed Grant disbursement framework during incubation (PKR 10-25 million for winners, and PKR 5–10 million for runners-up.), ensuring milestone-based financial controls in compliance with World Bank financial management guidelines.
4. Provide dedicated API integration support and open data access to CITL resident startups, facilitating data-driven solution development.
5. Oversee security, network access, and data protection compliance for all CITL residents accessing government systems and datasets.

D. Acceleration Programme Management

1. Design and deliver the CITL Acceleration Phase programme focusing on scaling, government adoption, investment readiness, and international market access for graduating CITL startups.
2. Organize structured Investment Readiness workshops, pitch preparation sessions, and Demo Days for CITL cohorts targeting government agencies, angel investors, venture capital firms, and international organizations.
3. Facilitate Government Adoption pathways by connecting CITL startups with potential government buyers, piloting opportunities, and procurement entry points across federal and provincial agencies.
4. Track and report success metrics for graduated startups: funding obtained, number of solutions adopted by government entities, and solutions adopted by international entities.
5. Maintain post-graduation alumni engagement programme for CITL graduates to sustain the innovation community.

E. Monitoring, Evaluation & Sustainability

1. With support of CI-M&E team, Develop and manage the CITL-specific MEL framework tracking all key performance indicators including private-sector entities using Open Data and Sandbox, number of solutions progressing to government adoption, funding secured by startups, and EGDI score contributions.
2. Prepare quarterly CITL Performance Reports covering physical lab utilization, virtual lab engagement, cohort progress, mentor network activity, and government partnership status.
3. Develop the CITL Financial Sustainability Model, including revenue generation options (government service fees, corporate partnerships, licensing models), and present options to Ignite management and the World Bank for approval.
4. Document the CITL institutional model and transfer knowledge to Ignite permanent staff to ensure programme continuity post-DEEP.

CORE ACTIVITIES AND FUNCTIONAL RESPONSIBILITIES:

The CITL Specialist shall work on the following core activities and functional responsibilities:

Design & Establishment

1. CITL Operational Framework Document: governance, staffing, operational policies, service catalogue, technology specs, data protection protocols, and sustainability model.
2. ICs Readiness Assessment Reports with infrastructure gap analysis and procurement specifications for physical CITL equipment.
3. Virtual CITL Design Document including platform selection, access protocols, and online resource architecture.
4. Open Data Portal Integration Architecture Document (coordinated with NODE team).
5. Sandbox Framework and Operational Protocols.
6. MoUs/Operating Agreements executed with all IC host organizations.

Infrastructure & Pilot Operations

7. Physical CITL Infrastructure Completion Reports for all 8 locations with equipment commissioning certificates.
8. Virtual CITL Platform Launch Report including user testing results and access protocols.
9. CITL Incubation Programme Curriculum (3-month) with detailed session plans, mentor roster, and assessment framework.
10. Government Partnership Agreements (minimum 5 federal/provincial departments) signed and documented.
11. Mentor Network Establishment Report: minimum 15 domain mentors across technical, policy, and business tracks.
12. Cohort 1 Intake Report: onboarding documentation, individual startup profiles, and incubation plans for all accepted teams.

Incubation Cohort 1 & Acceleration

13. CITL Incubation Phase Report – Cohort 1: startup progress, mentor engagement logs, API and open data utilization, regulatory sandbox usage, and milestone achievement.
14. Seed Grant Disbursement Report – Cohort 1: grants disbursed, milestones met, compliance documentation.
15. Mid-Programme CITL Performance Report: KPI dashboard, physical and virtual lab utilization, government partnership status.
16. CITL Acceleration Programme Curriculum and Investment Readiness Workshop design.
17. Cohort 1 Demo Day Report: pitch events, judge feedback, investor engagement, and government adoption expressions of interest.
18. Cohort 1 Graduation Report: final metrics – funding obtained, solutions adopted by government entities, international adoption.

Cohort 2 & Sustainability

19. Cohort 2 Intake and Incubation Plan.
20. CITL Sustainability Model Report with government-approved revenue generation options and institutional embedding plan.
21. Cohort 2 Incubation Phase Report.
22. Cohort 2 Acceleration and Graduation Report.
23. CITL Knowledge Transfer Package: operational manuals, SOPs, training materials, and institutional handover documentation for Ignite permanent staff.
24. CITL Two-Cohort Performance Summary Report with PDO indicator contributions, lessons learned, and scaling recommendations.

QUALIFICATION AND EXPERIENCE
Essential Qualifications: 1) Minimum 16 years of education (Bachelor's or Master's) from a HEC-recognized or internationally reputable university in Technology Management, Computer Science, Business Administration, Innovation Management, Public Policy, or a closely related field. 2) Minimum 8 years of post-qualification professional experience in incubator/accelerator management, technology innovation labs, startup ecosystem development, or civic technology programme management. 3) Demonstrated experience in designing, establishing, and operating incubation or acceleration programmes with a track record of successful startup graduation and commercialization outcomes. 4) Strong knowledge of digital government, open data ecosystems, API integration, regulatory sandbox design, and civic technology. 5) Experience in managing physical technology spaces, IT infrastructure procurement, and network administration for innovation environments. 6) Familiarity with World Bank or other major donor-funded project requirements including financial management, procurement, and safeguards compliance. 7) Proven experience in building and managing mentor networks, government partnerships, and investor relationships. 8) Excellent written and oral communication skills in English and Urdu.
ADDITIONAL SKILLS / EXPERTISE
1) Experience with open data portals, government API ecosystems, and data governance frameworks. 2) Knowledge of sandbox design and fintech/govtech regulatory frameworks. 3) Familiarity with startup investment facilitation, angel networks, and venture capital ecosystems in Pakistan and internationally. 4) Experience in virtual/hybrid incubation models and online collaboration platform management. 5) Understanding of government procurement processes and pathways for startup solutions to enter government supply chains. 6) Knowledge of international CITL/GovTech lab models including Dubai Future Accelerators, GovTech Lab Lithuania, and Code for America etc. 7) Experience in gender-inclusive incubation programming and support for women-led startups. 8) Proficiency in project management tools, startup tracking platforms (e.g., F6S, Airtable), and data analytics. 9) Understanding of Pakistan's National Incubation Centre network and Ignite's existing incubation ecosystem.
SCHEDULE FOR THE ASSIGNMENT
The Consultant will be appointed on a contract basis for 21 months.
REMUNERATION AND OTHER BENEFITS
1) The consultant will receive remuneration as per the scope of work defined and based on the World Bank guidelines applicable to individual consultants for this position. 2) Travel expenses as approved by the World Bank and the Government of Pakistan. 3) This is a consulting-based appointment and does not offer medical or other benefits.

REPORTING OBLIGATIONS
The CITL Specialist will report to the Project Director- Civic Innovation, PIU-Ignite, Digital Economy Enhancement Project (DEEP). The incumbent is required to: 1. Follow all rules, directives, and fiduciary guidelines of the World Bank and Government of Pakistan for successful project implementation. 2. Adhere to working days and timings as per Federal Government of Pakistan directives. 3. Ensure all CITL activities comply with World Bank ESF requirements, data protection standards, and applicable Government of Pakistan rules. 4. Refrain from working for any other party or accepting paid employment during this contract without written approval from the Competent Authority. 5. Ensure all CITL reports, MEL data, and documentation are submitted on time in the format required by the World Bank and Government of Pakistan. 6. Maintain strict confidentiality of startup intellectual property, government data, project information, and participant data.
SELECTION CRITERIA
Procurement will be carried out in accordance with the Open Competitive Selection of Individual Consultants in accordance with the World Bank’s “Procurement in Investment Project Financing, Goods, Works, Non-Consulting and Consulting Services, Fifth Edition, September 2023” (“Procurement Regulations”).
SUBMISSION
Candidates meeting the required criteria should submit their applications at http://www.njp.gov.pk within 15 days of publication of the advertisement. No hard copy of application shall be accepted and all applications must be sent via NJP online. Shortlisted candidates who are working in Government sector are required to produce NOC at the time of interview.